

MICHELLE GRAHAM

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GLOBAL CHIEF HUMAN RESOURCES OFFICER AND BUSINESS EXECUTIVE

Global HR business executive with experience ranging from small biotech to large Fortune 500 organizations across the healthcare continuum, including biopharmaceutical, medical device, medical technology, consumer product, and insurance. Builds strong partnerships with CEO, senior executives, and employees to drive culture change, innovation, growth and business performance. Visionary HR leader with deep technical HR expertise in talent, organizational development, executive compensation, and building high-performing teams. Board-level experience as management liaison in both public and private equity settings, and mergers and acquisitions for small and large-scale acquisitions.

EXPERIENCE

TESARO (acquired by GlaxoSmithKline), Waltham, MA

March 2018 – July 2019

Senior Vice President and Chief Human Resources Officer

HR lead for oncology biopharmaceutical company comprised of 900+ associates operating in 17 countries. Participated in strategic plan and corporate goals designed to scale the company while maintaining a strong culture. Grew revenue, market share and launched “We Care” people strategy aligned to the unconditional care patient strategy and corporate values.

- Built HR strategic plan. Oversaw expansion efforts, launched talent strategy, and associate engagement plans. Strengthened the HR function through defined vision, improved analytics, and investing in organizational capabilities.
- HR lead on compensation committee, due diligence/M&A, associate communication, retention, integration and member of GSK Steering Committee.

PAREXEL INTERNATIONAL CORPORATION, Waltham, MA

January 2015 – January 2018

Senior Vice President and Chief Human Resources Officer (July 2016 – January 2018)

Corporate Vice President and Chief Human Resources Officer (January 2015 – July 2016)

Top HR executive for 2B+ biopharmaceutical services company comprised of 20,000+ employees worldwide. Launched new corporate strategy and architect of the PAREXEL people strategy designed to improve market competitiveness and reinforce high-performance culture. Meaningful progress as measured by improved customer and employee survey results, grew operating income from 10% to 13.3% and achieved \$100 million in cost savings across 40 countries. Critical team member on due diligence and sale to private equity.

- Oversaw the talent and diversity agenda for the company resulting in external recognition and ROI on our 55M training spend. Launched the Executive Talent Board, grew talent and improved HR operating efficiency by 23%.

INTEGER (formerly Greatbatch, Inc.), Clarence, NY and Frisco, TX

December 2010 – January 2015

Senior Vice President, Human Resources

- Led HR for engineering-based, medical device company employing 3,800 employees. HR Business Leader working in partnership with the CEO and executive team to drive innovation, revenue and margin improvement. Actively contributed to the strategic plan and implemented a new organizational operating model. Acquired critical talent to achieve the company’s growth objectives and increased stock price by 30%.
- Developed progressive human resources function responsible for global change management, improved business performance and championed operational excellence. Oversaw the corporate communications and governmental affairs functions which resulted in improved brand awareness and economic incentives for plant expansion. Developed global compensation framework and improved benefit trend by 3-5% while advancing wellness.
- Management lead on Compensation Committee, succession management, and executive compensation processes.

BAUSCH & LOMB, Rochester, NY

July 2005 – December 2010

Vice President, Human Resources, Global Vision Care (October 2008 – December 2010)

Vice President, Global Compensation, Benefits and HR Operations (October 2007 – December 2009)

Vice President, Human Resources, Global Research and Development (July 2005 – October 2007)

- **Global Vision Care** – Human Resources Division lead for \$1.2 billion global, consumer products company. Member of executive team accountable for development of three to five new products annually, led change management for product development, and global engagement strategy. Launched breakthrough program resulting in over \$2M in ROI. Oversaw Global Compensation, Benefits and HR Operations role while taking on Global Vision Care leadership role.
- **Global Compensation, Benefits and HR Operations** – Responsible for corporate compensation, benefits and payroll processes for 13,000 employees. Developed compensation strategy, compensation committee representative and managed change of control processes as company transitioned from public to private. Simplified benefits plan design while managing healthcare costs. Managed staff of 25, staff reduction of 30% and \$100M benefits budget.
- **Global Research and Development** – Trusted advisor to the Chief Scientific Officer and R&D Leadership Team. Worked collectively to define global vision, set priorities and improve productivity by 15%. Completed strategic site analysis, grew worldwide R&D by 200 employees, consolidated global locations, and partnered with Works Councils.

BRISTOL-MYERS SQUIBB, Princeton, NJ

October 1999 – June 2005

Senior Director, Organizational Development, BMS (October 2004 – June 2005)

Director, Human Resources, Global Marketing (December 2002 – October 2004)

Director, Leadership Development and Talent Acquisition, R&D (October 1999 – December 2002)

- Global Organizational Development Leader for \$18B dollar biopharmaceutical company responsible for facilitating large-scale projects aligned to corporate strategy. Process and cultural change initiatives included commercial launch strategy, international marketing and sales model, resource planning, operational efficiency, and risk management. Led staff of 10, managed budget and initiated the global HR Excellence project.
- HR Business Partner aligned to Chief Marketing Officer, Global Marketing Leadership Team and thirty BMS executives. Facilitated appointments of global marketing leaders, expanded drug development teams and implemented new organizational model. Led global talent strategy, developed workforce plan and managed team of five.
- Leadership Development and Talent Acquisition Director hired for newly created function supporting Research and Development. Managed high-volume scientific recruitment processes, defined staffing plans, and managed twelve direct reports. Directed leadership development including an assessment center, workshops and metrics. HR co-lead for \$7.8B DuPont Pharmaceutical acquisition and integration plan.

GLAXOSMITHKLINE, Philadelphia, PA

September 1997 – September 1999

Manager, Human Resources/Organizational Development

- Led organizational development initiatives for Sales and Marketing Division. Projects included sales alignment and expansion, marketing improvement teams, and management development. Selected as HR lead for new product launch and co-marketing alliance with Bristol-Myers Squibb for improved market access, Pharmaceutical Leadership Team Member, assimilated Regional Vice Presidents, and collaborated with regional planning teams.

CIGNA (INTRACORP), Philadelphia, PA

March 1991 – August 1997

Manager/Director, Leadership Development and Human Resources (July 1994 – August 1997)

Human Resources Generalist (March 1991 – July 1994)

- Organizational Development and Training leader responsible for the design and implementation of employee and leadership development processes for division. Facilitated succession management, competency development and multi-rater feedback. Managed staff of nine field coordinators, oversaw training council and budget.
- Strategic Business Partner to start-up managed care business and national sales organization. Aligned Human Resources strategy and business plan, grew division and launched new product to drive 200M growth strategy.

- HR Generalist responsible for 500 employees managing employee relations and diversity recruitment.

CERTIFICATIONS COURSES, PRESENTATIONS, AND TRAINING

- NTL Certificate in Organizational Development
- FEW Executive Development Program
- B&L Leadership Development Program
- Consultative Skills
- InsideOut Performance Coaching
- Behavioral Interviewing
- Executive Compensation
- Diversity, Inclusion & Gender Intelligence
- Organizational Design Workshop
- Managing Personal Growth
- Facilitation Skills/Team Development
- Peer Review Facilitator

COMMUNITY ACTIVITIES AND ASSOCIATIONS

American College of Corporate Directors

Biopharma Women's Networking Forum and Steering Committee Member

Boston CHRO Council and Boston Club Member

Catalyst Conference and Member Company

Corporate Executive Board (CEB) Advisory Panel

Healthcare Businesswomen Association

Human Resources Policy Association and Workforce 2020 Committee Member

Human Resource Policy Institute affiliated with Boston University

World-At-Work Member

EDUCATION

Master of Labor and Industrial Relations, MICHIGAN STATE UNIVERSITY (1990)

Bachelor of Arts, Business, MICHIGAN STATE UNIVERSITY (1989)